



DELIVERING BUSINESS IMPACT



PROGRAMME

CRF LEARNING PROGRAMME

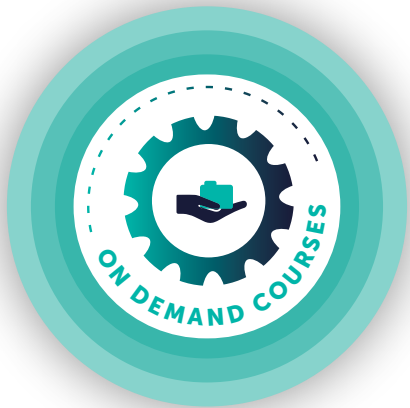
CRF Learning delivers On Demand, Bespoke and Open development programmes designed to enhance the capability of HR professionals to drive organisational performance.

Backed by over 30 years' experience in the field of HR research and practical application, CRF Learning programmes are business-focused, evidence-based and rooted in the principles of social science.

Through interactive sessions, they foster both individual and organisational development to meet the immediate issues facing businesses today, and the strategic dimension needed to tackle tomorrow's people challenges.



CRF LEARNING OFFERING



CRF Learning On Demand is a library of online courses which offer a flexible way to upskill both teams and individuals.

The syllabus takes a 'business first' approach with insights from globally renowned experts and leaders, offering flexible learning paths. Participants can tailor the curriculum to their interests and enrol in a range of courses including specialist topics such as OD, Workforce Planning and Analytics as well as partnering skills development in Consulting and Commercial Acumen.



CRF Learning's Open offering is an annual programme of courses, delivered both face-to-face and online, for intermediate and senior HR professionals.

These courses are led by expert and experienced faculty, with the added value of learning alongside peers from other organisations. These include Aspiring Group HRD, Business Catalyst: Reimagining HR Business Partnering, Impact Through People Analytics and Integrated Talent Management.



CRF Learning develops custom team solutions tailored to the specific requirements of your organisation.

CRF Learning has delivered immersive, interactive and tailored programmes to over 100 global multinationals, medium-sized and public sector organisations building capability and impact within the HR function.

BESPOKE SOLUTIONS

OPEN PROGRAMMES

ON DEMAND COURSES

ON DEMAND COURSES

CRF Learning On Demand is a library of online courses designed for HR professionals to learn at their own pace, in their own space.



COURSES ENDORSED BY

PROFESSOR PATRICK WRIGHT
University of South Carolina

Professor Wright is Thomas C. Vandiver Bicentennial Chair in the Darla Moore School of Business at the University of South Carolina, the Founder and former Director of the Center for Executive Succession, and the Chair of the Department of Management. Prior to joining USC he served on the faculties at Cornell University, Texas A&M University and the University of Notre Dame. Prof. Wright teaches, conducts research, and consults in the area of Strategic Human Resource Management (SHRM), particularly focusing on how firms use people as a source of competitive advantage, the changing nature of the Chief HR Officer role, and the challenges and best practices in CEO succession.

The syllabus is designed for those who are ambitious about building their careers. It takes a 'business first' approach, with insights from globally renowned experts and leaders, offering flexible learning paths for participants to tailor the curriculum to areas of greatest interest.

Each course combines videos, exercises, quizzes and assignments to develop participants' capability to influence within their business.

CRF Learning On Demand is available to both individuals interested in developing their capability and organisations looking to upskill teams as a cohort. Packages available to organisations offer additional resources to contextualise learning, delivering the greatest return on investment.

COURSES: Between 5-8 Hours

£299 CRF members, per participant, per course

£349 Non-members, per participant, per course

SHORT COURSES: Under One Hour

£125 CRF members, per participant, per course

£149 Non-members, per participant, per course

To discuss pricing for multiple courses or participants, please contact Melissa Bull, Commercial Director, melissa@crforum.co.uk.

CRF LEARNING FACULTY



ROB BRINER
CRF Associate
Research
Director



ANDREW MAYO
Middlesex
University
Professor



MANDY BROMLEY
CRF Associate



WILLIAM PASMORE
Columbia
University
Professor



KAREN CLARK
PARC Director



JULIA DELL
CRF Associate



GILLIAN PILLANS
CRF Research
Director



NICK HOLLEY
CRF Learning
Director



ANUSHIA REDDY
CRF Associate



GINA JARDINE
CRF Associate



JOHN WHELAN
CRF Director



NICK KEMSLEY
CRF Associate



PHIL WILLS
PARC Director



EMMA LUCAS
CRF Associate

ON DEMAND COURSES

BUSINESS PARTNERING CAPABILITIES	Effective Business Partnering Take a more strategic approach as an HRBP and have a direct impact on organisational performance.	Consulting Skills: Diagnosing and Stakeholder Engagement Develop a consulting approach through problem diagnosis.	LEARN MORE ABOUT THE ON DEMAND CURRICULUM 
	Developing Commercial Acumen Understand how organisations create value and HR's role in delivering success.	Consulting Skills: Turning Insights into Action Shift from diagnosis to action, evaluating and sustaining the impact.	
TECHNICAL HR CAPABILITIES	Workforce Analytics and Storytelling Develop confidence in business-focused analytics to drive performance and become influential.	A Strategic Approach to Reward Gain experience in applying a practical model to develop reward strategy at any level of an organisation.	Organisation Design for Agility Establish a solid grounding in the principles of organisation design and their application to real-life business situations.
	Project Management Build a foundation of good project management to deliver solutions that have business impact.	Artificial Intelligence: Implications and Applications Unlock the revolutionary potential of AI that is transforming the way we live and work.	Evidence-Based HR Apply a framework for better decision-making.
CHANGE AND TRANSFORMATION CAPABILITIES	Advanced Practices in Change Management Understand the critical underpinnings of OD that affect success and reputation.	Change Management: The Essentials Learn how to manage change effectively and avoid the problems that hamper most change efforts.	Organisation Analysis and Diagnosis Review and evaluate organisational strategy and develop the required capabilities to effectively deliver.
	Developing the OD Practitioner Become a more effective OD professional by developing personal and commercial skills.	Innovation and Creativity Increase HR's credibility and impact by playing a key role in creating innovation.	Building a High-Performance Culture Learn how to create a culture that builds and develops performance, whilst mastering processes.
TALENT CAPABILITIES	Impactful Employee Experience Deliver a holistic approach to employee experience to attract, retain and develop talent.	Succession Management Apply a succession management process to identify and develop the talent for critical roles.	Coaching Devise an evidence-based approach to enhance the business impact of coaching.
	Integrated Talent Management: The Essentials Modernise talent management strategies and design effective approaches in line with the latest trends.	Building Effective Teams Learn how to build and sustain effective teams that drive business performance.	Strategic Workforce Planning Learn how to support business strategy implementation successfully through people.

CRF LEARNING OPEN PROGRAMMES

CREATING A 'WIN-WIN' EMPLOYEE RELATIONS STRATEGY	HR BUSINESS PARTNERING ACCELERATOR	INTEGRATED TALENT MANAGEMENT	IMPACT THROUGH PEOPLE ANALYTICS	BUSINESS CATALYST: REIMAGINING HR BUSINESS PARTNERING	BECOMING AN EFFECTIVE HRD	PARC STRATEGIC REWARD SKILLS	ASPIRING GROUP HRD
PROGRAMME 1-2 November 2023, Central London Plus networking dinner	PROGRAMME ONE 7-9 November 2023, UAE PROGRAMME TWO 5-7 November 2024, UAE	PROGRAMME ONE 22-24 April 2024, Online 17 May 2024, Online PROGRAMME TWO 6-8 November 2024, Online 10 February 2025, Online	PROGRAMME ONE 5-6 December 2023, Online 6 February 2024, Online PROGRAMME TWO 9-10 December 2024, Online 20 January 2025, Online	PROGRAMME ONE 11-12 March 2024, Online PROGRAMME TWO 14-15 October 2024, Residential, Greater London	PROGRAMME 8-9 May 2024, Greater London 20 June 2024, Central London	MASTERCLASS 14-15 May 2024, Windsor	PROGRAMME 16-17 September 2024, 4-5 November 2024, 13-14 January 2025, Central London Plus networking dinners
Prepares and equips HR professionals with the skills needed to navigate the increasing demands and tensions within the ER space.	Supports the development of emerging HR professionals by offering the skills and career boost needed to fast-track into senior HR roles.	Design, build or operate more effective talent approaches and understand how to ask the powerful questions that unlock business value.	Helps HR professionals effectively leverage data in HR and understand how analytics can provide insights that demonstrate business impact.	Increase your impact through deeper commercial and strategic thinking, faster and more effective delivery skills and greater influence.	Enhance your understanding of how HR delivers value and improves capability in planning, implementing and evaluating initiatives.	Develop strategically focused reward skills in the areas most frequently reported by RemCo Chairs as essential to effective performance.	Preparing HR professionals to take the next step in becoming a Group HRD, or become more effective having recently moved into the role.
<ul style="list-style-type: none"> • Creating and implementing a 'win-win' strategy – where employees feel valued and the organisation delivers its business strategy • Engaging employees to understand, respond to and resolve workplace issues • Engaging with Trade Unions • Understanding key legislative changes and laws impacting collective labour relations 	<ul style="list-style-type: none"> • Understanding the purpose and contribution HR makes within the Gulf region • Building capability in critical HR deliverables: Talent, Performance and Change Management • Enhancing delivery skills • Creating an effective People Plan 	<ul style="list-style-type: none"> • Building a framework to help develop business-focused talent thinking • Engaging business' leadership in the talent agenda • Developing personal capability, confidence and influencing skills to effectively communicate and create engagement with the talent agenda 	<ul style="list-style-type: none"> • How people analytics can support a business-centric approach to HR • Making the shift from reporting to more persuasive insights • Storytelling: communicating complex messages with clarity and influence • Becoming a more credible, data-based HR practitioner 	<ul style="list-style-type: none"> • Demonstrating credibility • Developing confidence and courage • Understanding the organisational context • Enhancing commercial acumen • Building capability to deliver business strategy 	<ul style="list-style-type: none"> • Facilitating HR's role in building organisational capability and the strategy process • How value is created in an organisation and the HR implications • Planning and implementing an HR strategy • Managing key relationships 	<ul style="list-style-type: none"> • Developing a 'grounded' reward strategy aligned with business strategy • Reviewing, assessing and contributing to RemCo effectiveness • Reviewing and assessing the effectiveness of longer-term incentive arrangements • Designing and conducting a risk audit of reward 	<ul style="list-style-type: none"> • What a CEO wants from their Group HRD • The business and political context for HR • Governance and the RemCo • Creating a strong alumni network • Includes insights from senior HR and business leaders, and a bespoke 360 assessment
£2,250 CRF members £4,500 Non-members	25,000 AED CRF members 30,000 AED Non-members	£1,650 CRF members £3,300 Non-members	£1,650 CRF members £3,300 Non-members	PROGRAMME ONE £1,650 CRF members £3,300 Non-members PROGRAMME TWO £2,250 CRF members £4,500 Non-members	£3,250 CRF members £6,500 Non-members	£2,750 CRF members £5,500 Non-members	£9,500 CRF members £19,000 Non-members

CRF LEARNING BESPOKE

Looking for something more personalised? CRF Learning's Bespoke offering provides custom solutions tailored to the specific requirements and context of your organisation.

Over the past six years, CRF Learning has co-created more than 50 Bespoke programmes for multinational organisations and FTSE 100 members around the world; delivered both face-to-face and online. Clients include:



In addition to our in-house team of experienced former HR practitioners and advisors, CRF Learning engages with thought-leaders and subject experts from an extensive network to provide a faculty best-suited to your requirements.

Bespoke programmes leverage CRF's unique catalogue of research, models and learning tools to meet the specific needs of your organisation, minimising protracted and costly design phases and offering the greatest return on investment.

CRF Learning Bespoke offers an adapted, custom version of existing open programmes alongside additional capability development on a wide range of challenges including:

ORGANISATIONAL	PERSONAL
 Commercial HR Function	Strategic Thinking 
 Value Creation	Political Savvy 
 Strategic Workforce Planning	Sophisticated Influencing 
 HR Business Partnering	Dealing with Ambiguity 
 Leveraging Data and Analytics	Consulting Skills 
 Talent Management	Effective HR Leadership 
 Change Management	Measuring Impact 



CRF Learning have proved to be an essential partner to me as I look to build the capability of my HR team. They have been a collaborative partner in co-designing a bespoke cost-effective solution which has evolved from face-to-face sessions to a purely digital experience run for nearly 250 participants from Australia to the US in five sessions per week spread over eight weeks. The impact of both has been immense and I look forward to continuing into the next phase of our partnership.

CAROLINE FANNING
Chief Human Resources Officer, Avnade

CREATING A 'WIN-WIN' EMPLOYEE RELATIONS STRATEGY

PROGRAMME

1-2 November 2023 Two-days, In-Person
Eversheds Sutherland, 1 Wood Street,
London EC2V 7WS

£2,250 (+VAT) for CRF members
£4,500 (+VAT) for Non-members

To register for programmes and courses
or discuss a team solution, please contact
Melissa Bull melissa@crforum.co.uk



PROGRAMME LEADERS

ROB MACEY

Staff Strategy Director



EMMA HUMPHRIES

Partner, Eversheds
Sutherland



CLARE WARD

Partner, Eversheds
Sutherland



JOHN WHELAN

CRF Director

ABOUT THIS PROGRAMME

A recent survey showed that over 53% of employers believe we are entering a more unstable period of employee relations. Employers across the UK are facing an array of challenges with issues including high inflation driving pay disputes and industrial unrest, a challenging labour market, changes to post Covid working arrangements and the impact of AI on workforce planning, all dominating the Employee Relations (ER) agenda.

These issues are creating tensions within the workplace and an increasing demand on HR professionals operating in the ER space. CRF's employee relations strategy programme is an essential course designed ensure you have the skills necessary to navigate this complex arena.

Delivered in-person over two-days, the learning will be experiential, practitioner-based and supportive with a focus on applicable and practical outcomes for the organisation. There will be opportunities for peer networking and time with senior ER practitioners at lunches and dinner. Participants will benefit from a stimulating programme designed around the principles of adult learning.

BENEFITS OF ATTENDING

The sessions will build key knowledge and skills including:

- Best practice in engaging your employees to understand, respond to and resolve contentious workplace issues
- Engaging with Trade Unions and understanding their role and rights in the workplace
- Understanding key legislative changes and case law impacting collective labour relations
- Assessing and mitigating against the legal, political and industrial risks of decisions impacting your workforce
- Aligning key internal stakeholders to ensure a joined-up approach to ER
- Creating and implementing a 'win-win' strategy where employees feel valued and your organisation is able to deliver its strategic aims.

WHO SHOULD ATTEND?

The programme is aimed at Senior Employee Relations (ER) and HR professionals – either in organisations that have historically had an ER focus or organisations that have recently been exposed to a challenging ER environment. The course aims to build an awareness of the ER world and legislation by adding a more strategic lens to existing skills.

Participants will typically hold a business or HR related qualification and have at least 5-10 years of HR experience.

HR BUSINESS PARTNERING ACCELERATOR

PROGRAMME ONE

7-9 November 2023 Two-and-half days,
Abu Dhabi, UAE

25,000 AED for CRF members
30,000 AED for Non-members

PROGRAMME TWO

5-7 November 2024 Two-and-half days,
Abu Dhabi, UAE

25,000 AED for CRF members
30,000 AED for Non-members

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or discuss a team solution, please contact
Melissa Bull melissa@crforum.co.uk

PROGRAMME LEADERS

RORY HENDRIKZ

Global Head of High-
Performance Business and
Sport, Hult EF Corporate
Education

JOHN WHELAN

CRF Director

ABOUT THIS PROGRAMME

Across the GCC, nations are striving to accelerate the development of nationals in order to support their economic and social development. HR is both an enabler of these objectives and is part of the process. The function must play its part in delivering the national strategies and must accelerate the development of its own local talent to enhance the capability for the future.

CRF's HR Business Partnering Accelerator Programme supports the development of emerging HR professionals by offering the skills and career boost they need to fast-track into senior HR roles.

BENEFITS OF ATTENDING

Based on CRF's extensive research in HR and people management, led by seasoned HR professionals with international and local experience, the 2.5-day programme will build key skills through:

- Understanding of the purpose and contribution HR makes in the context of the Gulf region
- Knowledge of the key business and commercial principles underpinning all HR work
- Building capability in the critical HR deliverables of Talent, Performance and Change
- Management
- Enhancing important delivery skills including stakeholder engagement, influence and project leadership
- Creating an effective People Plan for the organisation
- Developing personal impact and effectiveness.

WHO SHOULD ATTEND?

The programme is aimed at emerging HR professionals, who are looking to accelerate their careers into HR leadership positions in the next 1-3 years. Participants will typically hold a business or HR related qualification and have 3-5 years of HR experience to date.



What was evident throughout our learning process was your passion for HR and the drive to help us be the best we can be. Your 'challenge' always felt like it was coming from this place, so was consistently well received, as well as your support and readiness to share research relevant to what we're seeking to achieve. Overall, a very good process which has enabled the function here to step out of its comfort zone and begin to build confidence and clarity in the way that we operate.

L&D Manager, KAUST

INTEGRATED TALENT MANAGEMENT

PROGRAMME ONE

22-24 April 2024 Three-mornings, Online
17 May 2024 Follow-on morning, Online

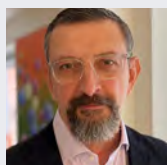
£1,650 (+VAT) for CRF members
£3,300 (+VAT) for Non-members

PROGRAMME TWO

6-8 November 2024 Three-mornings, Online
10 February 2025 Follow-on morning, Online

£1,650 (+VAT) for CRF members
£3,300 (+VAT) for Non-members

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Melissa Bull melissa@crforum.co.uk



PROGRAMME LEADER
NICK KEMSLEY
 CRF Associate

ABOUT THIS PROGRAMME

Talent continues to be vital to current and future business performance. Yet, research and experience consistently suggests that talent management approaches are not delivering the business outcomes wanted, in the timescales needed, and at an affordable cost.

The shift towards a hybrid working world has further left a permanent mark on how organisations attract, retain and get the best out of talent.

Three principles are fundamental to making talent management work:

- Talent needs must be firmly rooted in the context of the business strategy and operating environment.
- Solutions should be integrated, with different elements prioritised and aligned around talent needs.
- Data should be used to develop and apply insights and to evaluate the effectiveness of talent approaches.

This programme builds on these principles, pulling them together into an Integrated Talent Management Framework.

BENEFITS OF ATTENDING

You will:

- Build a framework to help you develop more business-focused talent thinking
- Update your knowledge of talent trends, particularly in the post-covid era, and exchange learnings with your peers
- Acquire a means of engaging your business leadership in the importance of the talent agenda
- Receive advice and support to develop your confidence and influence in talent discussions.

Your organisation will:

- Receive input and tools to test, validate and challenge existing talent management approaches
- Develop strategies to segment, prioritise and align HR activity to best support business outcomes
- Learn how to better develop talent insights and demonstrate talent management effectiveness
- Improve strategy execution through more business-focused and effective talent management.

WHO SHOULD ATTEND?

Heads of Talent, Senior HR Business Partners and senior generalists with a talent interest. If you are working at talent strategy level, are actively involved with talent, and/or interact with senior business stakeholders across more than one people process area, this programme will inform, challenge and develop your talent thinking and practice.



SAMSUNG

It was eye-opening to discuss an approach to concepts which I fundamentally agreed with, however due to the usual day-to-day HR I had to put to the side. Since returning to Samsung, I have approached work in a completely different way, and I am considering the steps I need to take to ensure I have the opportunity to deliver truly valuable HR work. Thanks once again, and I'll definitely be recommending CRF's work in this area to other colleagues.

HRBP, Samsung

IMPACT THROUGH PEOPLE ANALYTICS

PROGRAMME ONE

5-6 December 2023 Two-days, Online
6 February 2024 Follow-on, Online

£1,650 (+VAT) for CRF members
£3,300 (+VAT) for Non-members

PROGRAMME TWO

9-10 December 2024 Two-days, Online
20 January 2025 Follow-on, Online

£1,650 (+VAT) for CRF members
£3,300 (+VAT) for Non-members

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Melissa Bull melissa@crforum.co.uk



PROGRAMME LEADER
DAVE MILLNER
 CRF Associate

ABOUT THIS PROGRAMME

HR is under increasing pressure to demonstrate business impact. Taking an analytical approach and using evidence, rather than relying on 'gut instinct' alone, is a significant opportunity for HR to make an impact on business performance. The HR function has access to more data than ever before, and using it can help to build credibility, improve the quality of decision-making, engage employees, and optimise the impact of business and people-based processes. And, while AI is not changing people analytics yet, it is a factor we should consider.

In the past, a lot of HR data has been put into charts and tables as part of annual corporate reporting processes. In the current era of analytics, organisations can turn their data into dynamic insights to predict when employees will leave, where to recruit the most suitable candidates, and how to keep them more connected to the organisation when they become employees.

This change of emphasis can enable the function to have a huge impact on an organisation's ability to achieve its strategic aims. Data-driven HR focuses the function on adding value and driving improved performance across the organisation on an ongoing basis. You need to think like a proactive profit centre, rather than focus on being a reactive cost centre.

Based on Dave Millner's experience and CRF's ongoing research into people analytics, this programme aims to take a commercial, HR-centric view of data and analytics, assisting HR practitioners in how to leverage data to deliver tangible business impact. It will give participants the confidence to work with data, not just to drive better reporting, but to provide more persuasive analysis that ensure HR is making a real impact on business performance.

BENEFITS OF ATTENDING

- Understand the increasing importance of data when addressing business problems
- Demystify the subject of using data and analytical insights and gain an understanding of key principles and good practice
- Develop the confidence to use data and people analytics to address key commercial and strategic challenges
- Convince business leaders to act on people issues based on the language that they understand: numbers, value and data
- Explore the impact of AI in People Analytics, by considering case studies where AI has been applied
- Practical guidance on using data and analytics, informed by case studies, key models and diagnostic tools
- Understand how to work with experts and analysts to drive relevant HR actions.

WHO SHOULD ATTEND?

The programme is aimed at HR Business Partners and HR Directors, as well as heads of shared services or heads of a centre of expertise/excellence. It is aimed at helping HR professionals understand how analytics can help them move beyond gut instinct to diagnose the real issues and facilitate the delivery of high-impact solutions.

BUSINESS CATALYST REIMAGINING HR BUSINESS PARTNERING

PROGRAMME ONE

11-12 March 2024 Two-days, Online

£1,650 (+VAT) for CRF members

£3,300 (+VAT) for Non-members

PROGRAMME TWO

14-15 October 2024 Two-day Residential
Near London, UK

£2,250 (+VAT) for CRF members

£4,500 (+VAT) for Non-members

This includes accommodation and dinner for the connecting night of the programme. CRF can facilitate booking accommodation for the previous night at additional cost.

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Melissa Bull melissa@crforum.co.uk



PROGRAMME LEADER
NICK HOLLEY

CRF Learning Director

Programme
co-designed

Duke
CORPORATE EDUCATION

ABOUT THIS PROGRAMME

Our latest research, *Reimagining HR Business Partnering*, took into account the viewpoints of over 200 HR practitioners to explore how HR Business Partnering is evolving. This research highlighted that:

- HR Business Partnering is changing significantly: it will become more complex and demanding.
- HR Business Partnering will increase in importance as the operating environment becomes more complex.
- Above all else, effective future HRBPs will need to be: strategic, change agents, data-oriented, agile, commercially astute and digitally enabled.

This programme, updated to reflect our latest research, goes beyond developing skills to changing mindsets. It will shift your focus from bureaucratic HR towards delivering business impact, building organisational capability, and creating sustainable value.

With an emphasis on practical implementation, the programme will increase the impact you make within your organisation by:

- Developing deeper commercial and strategic thinking
- Ensuring faster and more effective delivery
- Improving influencing skills.

BENEFITS OF ATTENDING

This programme will examine the attitudes that differentiate great HRBPs and, by working through CRF's Strategic HR Framework, will enhance your capabilities in a range of areas. Specifically, you will:

- Gain greater understanding of how your organisation operates, delivers value and drives success, thereby enabling you to be a more effective business partner
- Increase your credibility with customers by developing greater commercial acumen, business understanding and influencing skills

- Understand how to use data to analyse the root causes of business issues and persuade business leaders to act on your recommendations.
- Grow in confidence to challenge existing thinking through a robust model for effective HR
- Evaluate where you can add greater value to the organisation
- Build your overall capability ensuring you optimise your business impact.

Attendees will receive digital copies of all programme materials, relevant CRF research and a workbook to explore concepts, models and plan a programme for ongoing development.

WHO SHOULD ATTEND?

Attendees will be existing HR Business Partners, specialists moving into the role, or HR Managers preparing for a more strategic position. We expect all attendees to be technically proficient in HR.



Mercedes-Benz

I thoroughly enjoyed the course and thought the content was just right. I particularly enjoyed the practical sessions where we could put some of the tools to use and I will be using these with my Business Partners.

CLARE BOOTH

Head of Reward and People Services, Mercedes-Benz

BECOMING AN EFFECTIVE HRD

PROGRAMME

8-9 May 2024 Two-day Residential
Near London, UK

20 June 2024 Action Day, In-Person
Central London

£3,250 (+VAT) for CRF members

£6,500 (+VAT) for Non-members

This includes accommodation and dinner for the connecting night of the programme. CRF can facilitate booking accommodation for the previous night at additional cost.

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PROGRAMME LEADER
NICK HOLLEY
CRF Learning Director

ABOUT THIS PROGRAMME

The purpose of HR is not simply to 'do HR' but to build the capability of the organisation to deliver its strategy and create sustainable value for all stakeholders. Building this capability as an HR Director requires a blend of technical HR, business and interpersonal skills. This programme takes a business-centric approach to enhance your understanding of how HR delivers value to you and the business. It will improve your capability in planning, implementing and evaluating HR initiatives and support you in managing key organisational relationships.

You will develop the skills to drive conversations that go beyond 'what do you want HR to do?' to 'how can HR best deliver value to you?'

BENEFITS OF ATTENDING

Becoming an Effective HRD focuses on the high-level behaviours and skills that research has identified successful HR Directors have. Building on your technical competence, the programme will increase the impact you have on organisational performance.

You will develop your capability to plan, implement and evaluate HR initiatives, alongside your strategic and commercial thinking to increase your personal impact as part of the leadership team.

It will provide practical tools aligned with key concepts, including:

- Developing a deep understanding of sustainable value creation – balancing the short-term needs of shareholders with the long-term needs of a broader set of stakeholders
- Applying your understanding of HR theory and practice to commercial and strategic imperatives, creating credibility within the business
- Knowing when, where and how to use evidence in decision-making

- Understanding the importance of delivering HR's foundations efficiently and flexibly
- Ensuring managers and leaders take their responsibility seriously
- Bringing fresh new thinking from the outside world into your organisation
- Being 'politically savvy' to deliver initiatives in complex and ambiguous organisations.

WHO SHOULD ATTEND?

Attendees will typically be the Head of an HR Centre of Excellence / Expertise, Head of an HR Shared Services Operation or a Senior HR Business Partner. You should be aspiring to your first HR Director role, be new in position as HR Director, or be looking to significantly increase your effectiveness and business impact as an existing HR Director.



NORTON ROSE FULBRIGHT

The 'Becoming an Effective HRD' programme has been one of the most useful, insightful and thought-provoking training sessions I have ever attended. Nick is a fantastic trainer; his knowledge and powerful storytelling has stayed with me and I often reflect on the learnings in my daily work life. I have already used some of the materials with my own team and it has shifted my perceptions and narrative when it comes to thinking about how I approach and deliver effective support and solutions for our business.

NAREEN CHAMBERS

Head of People and Culture Business Partnering,
Norton Rose Fulbright

PARC STRATEGIC REWARD SKILLS

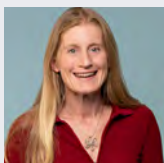
PROGRAMME

14-15 May 2024 Two-day Residential
Oakley Court, Windsor Road, Water
Oakley, Windsor SL4 5UR

£2,750 (+VAT) for CRF members
£5,500 (+VAT) for Non-members

*This does not include accommodation.
CRF can facilitate booking accommodation
for the connecting and previous nights at
additional cost.*

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MASTERCLASS LEADERS
KAREN CLARK
PARC Director



DREW MATTHEWS
Group Head of Reward,
Benefits & Wellbeing,
Centrica



PHIL WILLS
PARC Director

ABOUT THIS PROGRAMME

The content of the Masterclass is founded on those areas most frequently reported by RemCo Chairs as essential to effective performance as the Group HR Director or Head of Reward in major companies.

The proprietary content encompasses:

- The ability to develop a 'grounded' reward strategy – aligned with business strategy
- The ability to review, assess and contribute to RemCo effectiveness
- The ability to review, assess the effectiveness of longer-term incentive arrangements aligned to sustainable, long-term performance
- The ability to design and conduct a risk audit of reward.

BENEFITS OF ATTENDING

Each year the content and format of this masterclass evolves to ensure continued relevance and value for those attending.

The Masterclass is an ideal learning, networking and skills development opportunity for the next generation of Reward and HR Leaders. Peer exchange and collaboration between delegates are fundamental components of the programme. The content is targeted at experienced, capable talent who are most likely to progress to the most senior HR and reward roles.

The Masterclass incorporates a speakers' dinner at the end of Day 1, which forms an essential component and builds towards the Remuneration Committee simulation on Day 2.

WHO SHOULD ATTEND?

The Masterclass is aimed both at prime succession candidates to current Heads of Reward in major listed companies, and at newly-promoted or aspiring HR Directors, who are seeking to develop a more strategically focused set of reward skills.



I found this course at the perfect point in my career. It provided clear and constructive insight into numerous Reward topics – Reward Strategy, Talent Strategy, Long Term Incentives and RemCo, supporting the learning with valuable insight from guest speakers, including acting CFO/COOs. I would gladly recommend it others.

ROB GREGORY
Reward Partner, Costa Coffee

ASPIRING GROUP HRD

PROGRAMME

16-17 September 2024 Two-day Module

4-5 November 2024 Two-day Module

13-14 January 2025 Two-day Module

Bird & Bird LLP, 12 New Fetter Lane,
London EC4A 1JP

£9,500 (+VAT) for CRF members

£19,000 (+VAT) for Non-members

This includes networking dinners.

To register for programmes and courses
or discuss a team solution, please contact

Melissa Bull melissa@crforum.co.uk



PROGRAMME LEADER
NICK HOLLEY

CRF Learning Director

PROVEN SUCCESS

Over 40% of our past cohorts have gone on to become the Group HRD (or equivalent) at their own or another organisation including Avande, Bibby Line Group, Connells Group, Talk Talk, Travis Perkins, TT Electronics and Wickes.

ABOUT THIS PROGRAMME

For over 30 years, CRF, and sister organisation Strategic Dimensions, have been listening to HRDs and CEOs about what they want from an effective HR leader. This gives us a unique insight into the role of a 'board-level HRD' and what differentiates the great from the average.

Building on this exclusive research and experience, this programme delivers a highly-tailored learning experience with participants able to shape the content of the course to suit their development requirements.

This course has a proven track record of supporting HR professionals to become Group HRDs, or become more effective having recently moved into the role.

BENEFITS OF ATTENDING

Using the insights of current board-level HRD's, we deliver a programme tailored to participants' capability needs.

A great HR function builds people and organisational capability to deliver business strategy. CEOs expect their HR leaders to have functional expertise, but also require their HRD to be a commercially-focused business leader.

Book your place to benefit from:

- Support in making the transition into a board or executive team HRD role, within a FTSE listed or similar size organisation
- The tools and skills required to move beyond your core HR role and become a holistic business leader including interview preparation via Strategic Dimensions
- Exclusive access to an alumni network of peers and experts to support you through your career
- The ability to deliver external business insights to ensure you become an effective HRD
- Sustained development through a six-month programme of learning, implementation, reflection and analysis .

WHO SHOULD ATTEND?

This programme is suited to those looking to progress to Group HRD roles. Candidates will likely already be HRDs of a business unit, region or function or Centre of Excellence Leaders. It is also recommended for newly-appointed Group HRDs looking to increase their effectiveness, and many past attendees have been nominated as part of organisation succession planning.

There are limited enrolment slots, in order to facilitate a supportive learning environment. The 2022 attendees comprised three HRDs, two Heads of Talent and two Heads of HR.



Thank you so much again for everything you have done, organised and contributed to make our programme such a success. I am so glad I have done it – absolutely invaluable insight, knowledge and networks gained. You have been so generous in sharing your knowledge, perspectives and contacts. I hope to put it into practice in a new role soon!

EMMA ROSE
Group HRD, Travis Perkins

OPEN PROGRAMME LEADERS



KAREN CLARK

is a Director of PARC. She is a creator, contributor to

and facilitator of the annual PARC Programme, including PARC's Reward Masterclass and its broader reward learning programmes. She has an interest in the development of HR talent and capability, encompassing performance, reward, and wellbeing. She also works as an executive coach with individuals and teams across sectors and role profiles. She has a qualification in executive coaching at EMCC Senior Practitioner level from Tavistock Consulting.



NICK HOLLEY

is Director of CRF Learning, has carried out extensive

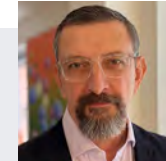
research on what CEOs and businesses look for from their HRDs. After 25 years working in large organisations including Merrill Lynch, Prudential, Arthur Andersen and Vodafone, he has worked for the last ten years as an advisor and personal coach to business and HR leadership teams in over 80 global businesses in more than 30 countries. This commercial experience combines theory with a deep practical understanding of what actually makes a difference.



EMMA HUMPHRIES

is a Partner in the HR Practice Group at Eversheds

Sutherland in Leeds, specialising in Industrial Relations and Employment Law. As one of the leading labour law lawyers; working on union-related issues and collective disputes, Emma provides advice to businesses to navigate difficult change projects, often in complex industrial relations environments. With experience in high court litigation, interim injunctions within industrial disputes (including the lawfulness of strike action), her experience also extends to the Employment Tribunal.



NICK KEMSLEY

brings a wealth of experience in the HR arena: his

career spans sectors and combines corporate experience as a senior HR leader and wider business roles. He has spent several years in organisational consulting and HR capability development and research. Nick currently splits his time between working with c-suite teams and HR leadership teams around the world. He specialises in aligning organisations to strategy and increasing HR's functional and individual effectiveness in the economic landscape.



ROB MACEY

is a solicitor and employee relations consultant,

with experience of both trade unions and employers including as ER Director at the UK's largest academic institution. Rob's expertise includes employee engagement, trade union organising, collective bargaining, disputes and industrial action, employment and collective labour law, reputation and crisis management. Rob is Director of Staff Strategy, an ER consultancy specialising in assisting employers to develop ER strategy and resolve complex challenges.



DREW MATTHEWS

is Global Head of Reward and Performance for Centrica.

His previous roles include: Global Head of Reward for BAE Systems; Director of Reward, Employee Relations, Health Safety & Wellbeing for BT; Partner at Aon Hewitt New Bridge Street; and HRD at Tesco where he was accountable for reward, global mobility, share schemes, and occupational health and wellbeing.



DAVE MILLNER

has over 30 years' consulting experience

working with global clients on performance and organisational development-based demands. His focus is to ensure that organisations are able to unify their talent practices while dealing with the ever changing demands of technology and the challenges of the future workforce. Dave is known through social media channels as [@HRCurator](#) and is passionate about the role that HR can play in the transformational challenges facing all organisations, with data analytics at the heart of the evolving function.



CLARE WARD

is a Partner at Eversheds Sutherland, where she

supports all employment matters with a focus on Labour Relations and Employee Wellbeing. She helps employers to define their trade union relationships and provides support if these breakdown. Clare also defends failure to provide information claims, I&C complaints and unlawful inducements claims. Clare advises strategically when employers are faced with industrial action and has obtained industrial action injunctions. Her experience extends to supporting employers in employee wellbeing agendas and presents on this both publicly and in-house.



JOHN WHELAN,

Director at CRF, was formerly UK HR Director of BAE

Systems, the FTSE 100 defence, security, and aerospace company. John's experience and strengths lie in business and HR transformation, Organisation Development and Employee Relations. Prior to joining BAE, he held a variety of HR roles in engineering, technology and manufacturing businesses across the telecommunications and semi-conductor industries including Matra-Marconi Space where he was HR Director for the UK and latterly, Group HRD. He was awarded an MBE in 2019 for services to industry and equality.



PHIL WILLS

is a Director of PARC and responsible for the design

and development of its annual programme of events and its reward learning. His previous corporate roles included Global Head of Reward for Reed Elsevier (now RELX), for ICI, and for Diageo. Since 2010 he has established an independent consultancy business providing strategic reward support that is focused on the delivery of business strategy and organisational performance. His other major focus is as coach to newly appointed Corporate HR Directors on all areas of reward strategy and delivery.



We approached CRF, one of our Learning partners, with a view to buy the 'HR Business Catalyst programme' off the shelf. We subsequently ran a prototype of the programme with our targeted audience. That gave us the opportunity to discover the agility of CRF, their ability to put their product aside and focus on the specific needs and culture of their client, and their commitment to make it right for the learner. We have very much enjoyed this co-creation journey: the new 'HR Business Catalyst programme' is now a great asset in our role-based learning curriculum.

Global Head of Learning, HSBC



We were delighted to co-create a programme with CRF that would build the capability of our global HR team, specifically around business consulting skills. We were presented with practical models and insights which were specifically tailored to our business needs, standing us in good stead for the future challenges and opportunities we may face. Thanks to the CRF team for designing and delivering this exceptional programme which we all thoroughly enjoyed and benefitted from.

GRAEME CLARKE
Group Head of People, Mott McDonald



I've always strived to align business and HR strategy, but this programme challenged me to think differently: to think more commercially in order to deliver sustainable value. To bring the learning home, I have adopted a 'commercial buddy' and spend one day a month in a different part of the business to better appreciate how each contributes to our customer experience. I would recommend CRF Learning to any senior leader wanting to unlock the full potential of people and retain customer delight.

HR Director Africa Region, BMI Group

To find out more about how CRF Learning can help you or your team to develop the skills and expertise required by your organisation, please contact melissa@crforum.co.uk